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Government  
Publication

PERSONNEL BRANCH  
of the  
**Royal Canadian Mounted Police**

*Compiled by Authority of*

**COMMISSIONER L. H. NICHOLSON, M.B.E.**





# PERSONNEL BRANCH

1944



1954

## FORMER SENIOR PERSONNEL OFFICERS



INSPI. C.H. PRESTON  
1940-1944 - 1946



INSPI. G.J. ARCHER  
1940-1944 - 1946  
1946-1948 - 1949



INSPI. W.B. NEW  
1940-1944 - 1946  
1946-1948 - 1949



INSPI. E. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



CAPT. H. H. BROWN  
1940-1944 - 1946  
1946-1948 - 1949

## SENIOR PERSONNEL OFFICER



INSPI. F.C. SPELLING  
1940-1944 - 1946

## FORMER DIVISIONAL PERSONNEL OFFICERS



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



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1940-1944 - 1946  
1946-1948 - 1949



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949

## SERVING DIVISIONAL PERSONNEL OFFICERS



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



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INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949

## SENIOR N.C.O.'s



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



INSPI. W. B. BINGHAM  
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INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



INSPI. W. B. BINGHAM  
1940-1944 - 1946  
1946-1948 - 1949



# PERSONNEL BRANCH

of the

# ROYAL CANADIAN MOUNTED POLICE

Compiled by Authority of

COMMISSIONER L. H. NICHOLSON, M.B.E.

February, 1956

## Foreword

Perhaps the greatest challenge confronting any organization in the post war years is the creation and maintenance of good morale and job satisfaction. Without a relationship founded upon mutual comprehension, trust and respect, no organization can hope to maintain its efficiency at a high level.

This then was the premise upon which the Force acted in 1944 with the establishment of a personnel system within its ranks, designed to occupy a place in the administration and organization.

*Personnel Relations* as an aid to administration is all-embracing and is no less important to a police force, or for that matter any of the so-called non-productive public services, than it is to a profit-making organization. Both demand and must have efficiency. To obtain this, recognition of the importance of the human factor is all-important.

As applied to police services a "Personnel Policy" imposes many responsibilities, including:

- (a) Presenting the service in such manner as will attract adequate numbers of suitable candidates;
- (b) A screening process to ensure the employment only of those who are likely to succeed;
- (c) Ensuring that each member engaged is employed to the best advantage, taking into consideration his aptitude and ability;
- (d) A shared responsibility for the many varied aspects of working conditions in relation to their effect on the morale and efficiency of personnel.

In 1944, with approximately three thousand men in the Force, the Royal Canadian Mounted Police set out to apply the techniques of a personnel system to its own administration. Since that time much experience in this highly specialized field has been gained and as the knowledge gained may be of value to other police forces, the following article has been written.

The higher the standards for entry into any phase of employment, the more complex the problems of selection and placement. The intelligent employee will have to know the reason for doing the job to which he has been assigned and also what part his particular job and he himself play in the whole scheme of things. The more intelligent the employee the more satisfied he must be—first, that his job is necessary and does play an important role in the overall scheme—secondly, that either through mental or physical ability, or both, he is suited for that job. The foregoing has long been accepted as fact and in industry great strides have been made towards better understanding between employee and employer which have led to the development of personnel systems. The Personnel Branch of the Royal Canadian Mounted Police has proved that such a unit can and does, in fact, work as an integral part of the administrative system of a police force. In this article, therefore, an endeavour will be made from a practical point of view to describe the mechanics of this Branch of the Force in its present stage of development.



## TRAINING AND ORGANIZATION

The difficulties encountered in establishing the Royal Canadian Mounted Police Personnel Branch were similar to those encountered by practically every employer of labour actively interested in establishing such a system. Perhaps the chief problems were the selection of suitable members and their specialized training in Personnel methods. In overcoming these problems, the Force took full advantage of the experience gained in Personnel systems established in business, industry and the Armed Services. The qualifications and personality characteristics of many highly successful Personnel men in these fields were analyzed to help determine the standards necessary for similar work in this Force, thus aiding in the task of selecting suitable staff. In the analysis made it was found that men who had proven themselves highly successful in Personnel work had many attributes in common. In fact, the basic personality picture of each one could, to some extent, have applied to all of them. In considering these findings it was concluded that the type of man most likely to show aptitude and ability in Personnel work within the Force would be a relatively young commissioned Officer with a good background of police experience, a receptive mind and an enthusiastic appreciation of the potential value of Personnel methods in the Force; further, he must be possessed of genuine sincerity of purpose and be capable of a sympathetic yet practical understanding of problems common to the lot of the policeman. The ability to present in a clear and concise manner cases for consideration by higher authority, coupled with a better than average knowledge of the administrative requirements of the Force on a high level, would also be of great importance. As his duties would necessitate dealing with and acting as advisor to Officers Commanding Divisions of the Force he would be required to have the capacity and the strength of character to maintain scrupulous impartiality in his dealings with matters of concern to the Force and to its members, his actions always being governed by a well balanced regard for efficiency on one hand and the interests of the men on the other. Keenness to improve the quality of his work and the extent of his knowledge of Personnel practices, besides keeping abreast of all developments in the field by continual reading and study, would also be desirable.

The information gathered in the analysis materially assisted in the selection and appointment of several Officers of the Force for work in the Personnel Branch in its early years. They are known as Divisional Personnel Officers and are responsible to the Senior

Personnel Officer who is stationed at the Headquarters of the Royal Canadian Mounted Police in Ottawa; he in turn is responsible to the Commissioner, through the Deputy Commissioner.

Each of the Divisional Personnel Officers has an assistant who is either a constable or junior N.C.O. They are carefully selected as to age, clerical ability, initiative, interest in such work and a marked capacity to get along with their fellows. The staff is of necessity close-mouthed, for the slightest leakage of information from the files of the Personnel Branch would be detrimental to the confidence which it must maintain.

In the Maritimes and some of the areas close to Headquarters one Divisional Personnel Officer functions for two or three of the smaller Divisions; otherwise each Division of the Force has a Personnel Officer. In some provinces, due to geographic problems and heavy concentration of man-power, it was found that the services of the Divisional Personnel Officer were devoted almost entirely to the interviewing of serving members. Consequently, recruiting did not receive the attention it required and to correct the situation Non-Commissioned Officers, normally with the rank of Sergeant or Staff-Sergeant, were appointed "N.C.O. Interviewers" and posted to these Divisions to assist the Personnel Officer by relieving him of much of the work involved in the interviewing of applicants for the Force. In addition to this and to allow the Personnel Officer more time to focus his attention on senior members, these Non-Commissioned Officers were authorized to conduct Annual Follow-Up Interviews on junior members of less than five years' service, when so directed by the Divisional Personnel Officer. N.C.O. Interviewers are selected from those assistants who have shown a marked ability to perform Personnel duties and they receive the same training as a Personnel Officer.

The chart published on the opposite page (see Figure 1) shows the locale of each Divisional Personnel Officer and indicates the Force population and area served.

All Officers appointed to the Personnel Branch are given adequate training before embarking on their new duties. The training embraces instructions in tried and tested methods in use by successful Personnel Departments in other organizations. A vital feature is the study of elementary psychology, a working knowledge of which is essential to every worker in the field of Personnel. Also of great importance in the programme is study of the techniques of interviewing and their practical application.



# LEGEND

DUTY DIVISION  
TRAINING DIVISION

DIVISIONAL HEADQUARTERS OF THE R.C.M.P.  
 "A" Div.—Ottawa, Ont.  
 "B" Div.—Halifax, N.S.  
 "J" Div.—Fredericton, N.B.  
 "K" Div.—Edmonton, Alta.  
 "L" Div.—Charlottetown, P.E.I.  
 "N" Div.—Rockcliffe, Ont.  
 "O" Div.—Toronto, Ont.  
 "Depot" Div.—Regina, Sask.  
 "Headquarters" Div., Ottawa, Ont.

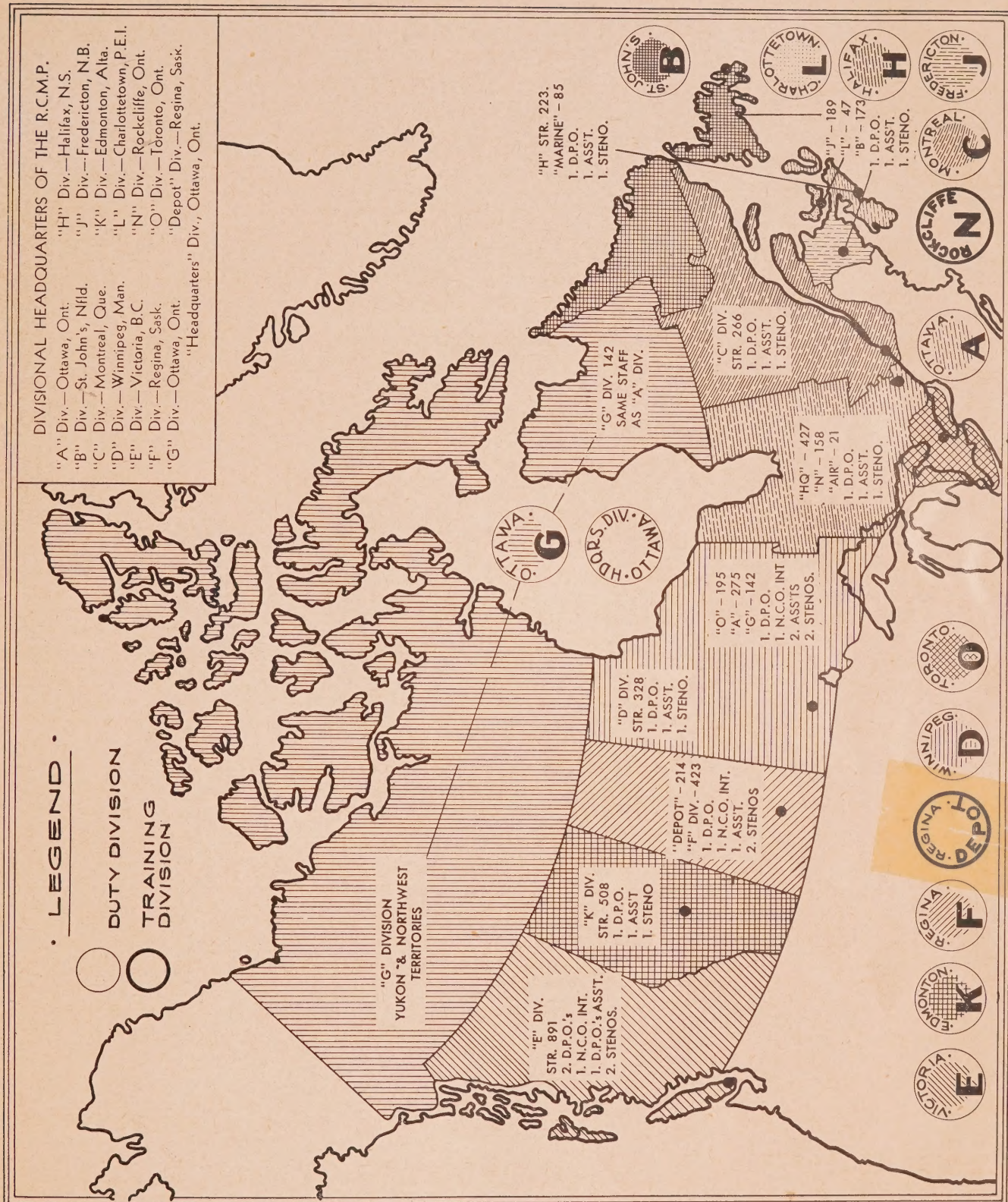


Figure 1. SHOWING LOCATION OF D.P.O.'s AND AREA SERVED





Figure 2. INTERVIEW OF APPLICANT BY DIVISIONAL PERSONNEL OFFICER



Each Divisional Personnel Officer is provided with a library of suitable text books, which he augments by participating in the discussions and debates of local Personnel groups with whom he identifies himself.

## DUTIES

Divisional Personnel Officers are permitted to move about their areas without hindrance and are not allotted ordinary police duties during their term of office in the Personnel Branch.

They are at all times available to the men for counsel regarding problems whether personal or official providing application for an interview is first made through the Commanding Officer or Branch Head. Divisional Personnel Officers must respect the confidences entrusted to them unless the interests of the Force—which must override all other considerations—require the contrary. In such circumstances the member affected will be told that such action is necessary.

It may be worthy of mention here that one of the very real and valuable aspects of Personnel work within the Force is that Officers assigned to this duty (for a period of approximately three years) retain, on their re-assignment to other posts and duties in the Force, knowledge and experience of Personnel principles and operations which they will, consciously or unconsciously, apply to their other command responsibilities. Since 1944 there have been approximately twenty-seven Commissioned Officers who formerly served in the Personnel Branch and as time goes on this number will be ever increasing.

When screening applicants for engagement in the Force publicity is directed towards attracting the maximum number, the majority of whom, our experience shows, are rejected either on medical or educational grounds. Those passing these initial tests are screened by Personnel thus ensuring that only well motivated men possessed of sound personality characteristics can hope to be engaged.

In the Royal Canadian Mounted Police it is required that a recruit meet certain standards, physical and educational. These points are often cleared at a detachment where enquiries into the background and character of the applicant are made simultaneously. Assuming the physical and educational examinations have been passed the applicant then becomes the responsibility of the Personnel Branch and will first write the psychometric test under the supervision of the Divisional Personnel Officer's Assistant. This is designed to show how his mental processes work and the type of thinking at which he may excel. By and large it is invaluable as a guide during the subsequent interview.

Next comes the interview (see Figure II) by the Divisional Personnel Officer or N.C.O. Interviewer which generally takes about an hour and a half or more and produces a wealth of information. Most important of all it enables the interviewer to judge with some degree of accuracy whether or not the candidate has those qualities essential to one who hopes to succeed in a career in police work. The entire interview is recorded by the Divisional Personnel Officer on a special Personnel form which, if the applicant is engaged, becomes his basic Personnel document and is maintained progressively for his entire service. (See Figures III, IV, V, for Personnel Record.)

All completed forms on applicants are sent to the Senior Personnel Officer at Headquarters where they are checked and suitable recommendations made to the Commissioner where engagement is indicated. All those rejected are so advised.

It is consistent with Personnel practice to deal with all those who apply and are rejected in such terms that we retain their good will. In terms of work this is no modest effort when it is remembered that more than 32,000 applications have been received during the past ten years and less than 5,000 of those applying have been accepted for engagement.

Before the candidate is engaged he is furnished with a booklet, "Career in Scarlet" (See Figures VI, VII) which explains in detail what he will encounter during his service life. Shortly thereafter he becomes a member of the Force and is posted to a training centre. The recruit is again interviewed by the Divisional Personnel Officer just before leaving the Training Centre and possibly counselled on some weaknesses which may have shown up during training.

For the rest of his service he will be re-interviewed not less than once each year (See Figure VIII, Annual Follow-Up Interview) unless he has some special reason for seeking an interview and this, of course, must be done through the proper channels. In this way there are immediately available to the Commissioner and to Officers Commanding complete records on all men interviewed by Personnel Officers which give accurate word pictures of the men at each stage of their service.

## SURVEY OF PERSONNEL

The most formidable task confronting the Personnel Branch when it was inaugurated was the establishing of records on approximately 3,000 members then serving in the Force by means of the psychometric test and interview. This was achieved without interfering with the normal flow of recruiting interviews. Although the work load was heavy this compilation of



ROYAL CANADIAN MOUNTED POLICE  
PERSONNEL RECORD

"O" Toronto, Ont.

DIVISION AND PLACE OF INTERVIEW

DATE

DOE

John Henry

REG. NO.

SURNAME

CHRISTIAN NAMES

## SERVICE DATA

ENGAGEMENT DATE & RANK	EDUCATION	TEST	PART 1 TRAINING	PART 2 TRAINING
	Grade XII	36/35 - 71		
	REFRESHER RES.	EQUITATION RES.	C.P.C. RESULTS	

BIRTHDATE: 17-11-36	HOME PROV: Ontario	RELIGION: Roman Catholic
CHEST: 38/34½	HEIGHT: 5'11"	WEIGHT: 165
RACIAL ORIGIN: Irish		
LANGUAGES: Nil		

## "APPLICANT"

SCHOOL HISTORY: Born 17-11-36 at Rosetown, Sask. Commenced school at Saskatoon, Sask., at six years of age taking Grades 1 and 2, Grades 3, 4 and 5 at Lang, Sask. and Grades 6 to 8 at St. Patrick's Public School in Toronto, Ont. Attended Toronto Collegiate Institute for four years graduating from Grade XII. No trouble assimilating studies. Stood in upper third of class in all grades. Normal response to school discipline. Received punishment occasionally but feels he deserved it. Possibly a bit boisterous in Grade IX and X. No failures of individual studies in High School and stood 9th in class of 32 on graduation. Possesses a Junior Matriculation Certificate. Mathematics best subject with Composition poorest.

Further Education: Has been taking Commercial subjects at Night School and will complete course in two months' time with a certificate in Typing, Bookkeeping, and Business Accountancy. Felt this would help him with a career in the Force. Nineteen years of age on leaving school. Quit to go to work for himself and then felt that further education would be useful.

OCCUPATIONAL BACKGROUND: Employed during summers of 1951 to 1953 at Thompson's Food Market, selling fruit and loading stands, between school terms. Immediately after leaving school was employed with the Burgess Battery Co. as a laboratory assistant from June to August, 1955. Laid off due to reduction in staff. From August to date is employed by Electrolux (Canada) Ltd. as a refrigerator tester. Enjoys this work but prefers outdoor work.

MILITARY & POLICE BACKGROUND: Wolf Cubs and then Boy Scouts from ages 6 to 16. Patrol Leader and First Class Scout - enjoyed Scouting.

MOTIVATION: Applicant states: "Offers a permanent respectable career at a reasonable salary. I would consider it an honour and a privilege to help maintain the laws of our country and to help protect the rights of the people as a member of the R.C.M. Police."



CONFIDENTIAL

PERSONNEL BRANCH - R. C. M. POLICE

SUPPLEMENT TO PERSONNEL RECORD

To be attached to A-320 and to be initiated ONLY when A-320 is completely filled.

Reg.No.	Rank	DOE Surname	John Henry Christian Names
---------	------	----------------	-------------------------------

Interviewer states: "Was first attracted to the Force during Grades XI and XII. During past years has become convinced that his future lies in the Force and has read several books on the Force including the Annual Reports. He is interested in the maintenance of law and order although interests are not specialized. Balanced conception of life in the Force and is aware of our marriage regulations. "Motivation is genuine." No intention to evade military service is noted."

FAMILY BACKGROUND:

Father: William Blake DOE, 118 Sherridon Ave., Toronto, Ont. Age 48 born at Oshawa, Ont. Employed as a Furniture Finisher. R.C. Religion. Irish racial origin. State of health very good. A splendid father who pals with applicant. Thoroughly understanding. Moderately strict and applicant states he received deserved punishment. Father smokes and drinks but not immoderately except for isolated instances. Member of the Canadian Legion.

Mother: Doris Mary DOE, 118 Sherridon Ave., Toronto, Ont. Age 46 born at Ottawa, Ont. R.C. Religion. English racial origin. Good health. Good relations with mother who may have been somewhat easy going.

Brothers: George James DOE, 118 Sherridon Ave., Toronto, Ont. Age 16. Attending school.

Sisters: Mary Jean DOE, 118 Sherridon Ave., Toronto, Ont. Age 14. Attending school.

PERSONAL: 5'11" and weighs 165 lbs. at 19 years of age. Feels health is good, no evidence of T.B. or mental illness in family. Measles as a child, tonsillectomy in 1953. Broken ankle in 1952 - full recovery.

Religion: Is a member of the Roman Catholic Church and attends regularly. Feels religion a necessary part of day to day living.

Clubs & Associations: Belongs to Y.M.C.A. Attends social functions and athletic events.

Sports: Enjoys camping and hiking. Likes hunting and has hunted small game. No aversion to firearms or shooting. Poor swimmer. Able to operate a motor vehicle but does not have a permit for the current year. No experience with inboard or outboard water craft.

Athletics: Played hockey, football, rugby, softball, baseball, tennis and golf. Hockey, football and baseball are favourites.

SOCIAL & CULTURAL: Enjoys meeting people on an adult level. Does not smoke or drink. Has never been convicted of an offence or delinquency.

Hobbies: Actively engaged in stamp collecting.

Figure 4. PERSONNEL RECORD CONT.



## CONFIDENTIAL

## PERSONNEL BRANCH - R. C. M. POLICE

SUPPLEMENT TO PERSONNEL RECORD

To be attached to A-320 and to be initiated ONLY when A-320 is completely filled.

Reg.No.	Rank	DOE Surname	John Henry Christian Names
---------	------	----------------	-------------------------------

Reading: Reads daily paper including international, national and local news. Has a good knowledge of current affairs. Also reads Colliers and Saturday Evening Post. Enjoys good fiction and favourite authors are Jack London and Robert Louis Stevenson.

Music & Art: Enjoys classical and modern music excepting Jazz. No musical training and does not play an instrument. Has done some amateur sketching and painting in oils.

Recreation: Attends an average of two shows a week. Same number of dances each month. Attends with a casual girl friend and enjoys her company. Watches T.V. occasionally.

Financial: Has \$100.00 in Canada Savings Bonds. A 20 year Pay Life started by father when applicant was 16. Pays \$70.00 per year premium.

APPRAISAL: A tall, well set up young man who has a well proportioned physique. He could wear our uniform to advantage. DOE immediately impresses as being sincere and honest and although he does not appear too rugged he has taken an active part in athletics and has not experienced any difficulty. His manner and expressions are pleasing and he should create a favourable impression when dealing with the public.

Intelligent and well adjusted, this applicant converses easily and expresses good common sense. His voice is clear and well modulated. Scholastic and work record indicates good stability and he should experience no difficulty during training.

Motivation is considered sound and well thought out. He views service on a career basis and does not show aversion to any type of police work. Ample confidence is indicated and it is felt that DOE will develop into a good policeman.

Although the applicant is not one to reveal his emotions, he displays a quiet enthusiasm over the prospect of serving in the Force. He impresses as being loyal, conscientious and one who is able to assume responsibility.

Maturity: Physical and emotional maturity up to standard.

RECOMMENDATION: Considered suitable for engagement in the Force. Engagement is recommended. Personnel Category "GOOD".

Applicant has not been advised of the above recommendation.

Figure 5. PERSONNEL RECORD CONT.

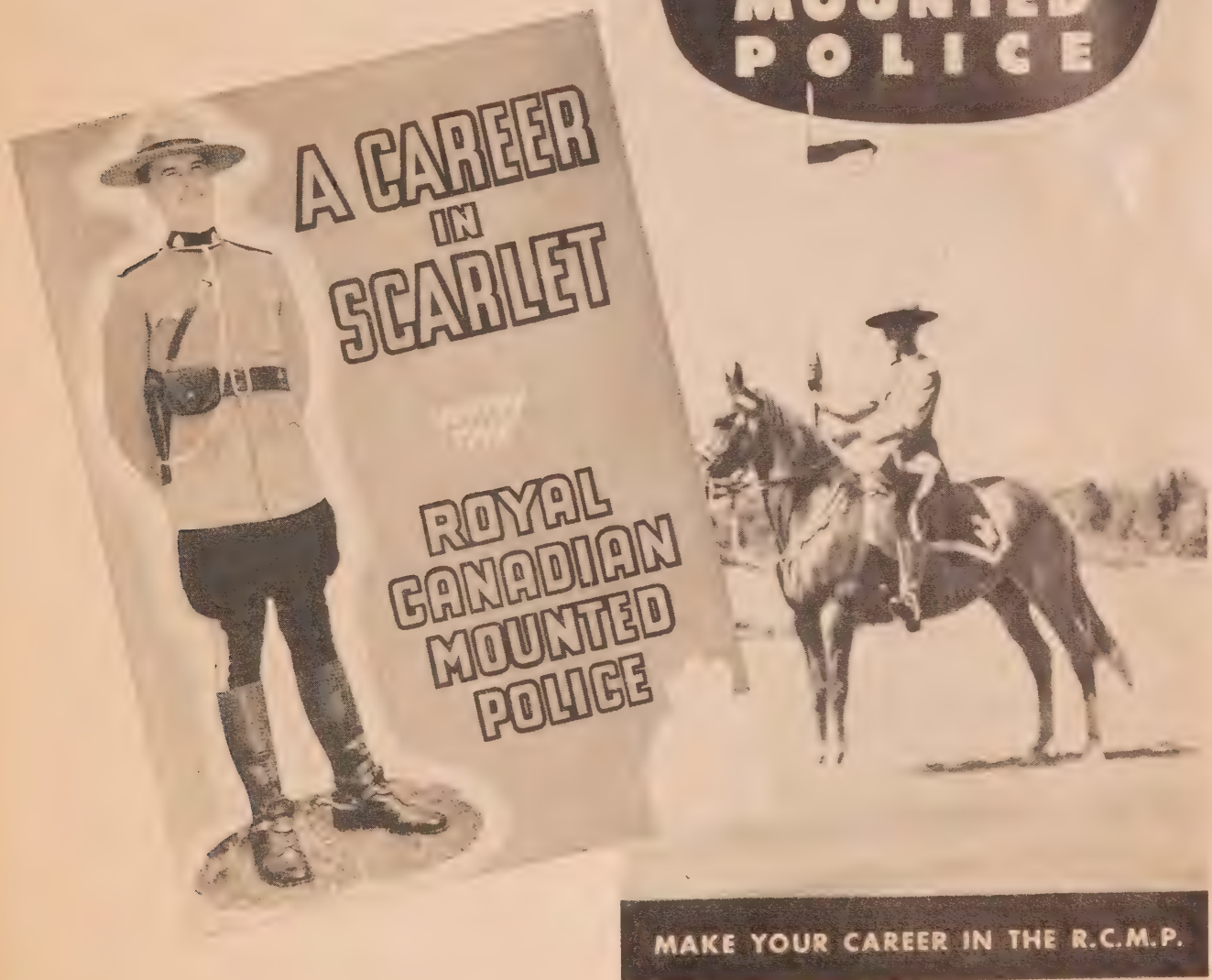


personnel records did not take an exceedingly long time and for some years now there has been a complete file on every serving member.

#### **SIGNIFICANCE OF THE PSYCHOMETRIC TEST AND INTERVIEWING**

Uniformity in the matter of testing has been found all-important. It would be manifestly unfair to have one person writing the test in a dimly-lighted office near a busy intersection where traffic noises are predominant while another person is permitted to write in a quiet, well-lighted office.

The test is written before the interview takes place as it must serve as an aid to the interviewer. There is an ever-present danger of the test score alone being



Figures 6 and 7. BOOKLETS FOR INFORMATION OF PROSPECTIVE RECRUIT



PERSONNEL BRANCH - R. C. M. POLICE  
PROFORMA No. 1

A-323

CONFIDENTIAL

Narcotic Investigations

CARD INTEREST

Division "A" Date and Place of Interview 4-4-56 Ottawa, Ont.

DOE 2/Cst. 00000  
NAME RANK REG. NO.

Present Post C.I.B. Duty General Investigations 22-11-55  
DATE POSTED

Previous Posting Traffic Branch Previous Duty Highway Patrol 15-3-55  
DATE POSTED

R.C.M.P. Service 2 years 5 months Other Service Nil

Ht. 5'11" Wt. 170 lbs Age 23 Marital S Children - Ages -

SEE FORM A-320 FOR ORIGINAL BACKGROUND

ANNUAL FOLLOW-UP INTERVIEW - 1955-56

- (a) The experience gained on Highway Patrol duties has given this man an added degree of maturity and self-confidence.
- (b) Cst. Doe expressed an interest in Narcotic investigations, however, it is not felt that he has the maturity nor the required experience at this stage to appreciate the nature of such duties. This was discussed with him and he agrees that he would be premature in applying for such a position at this time. His interest will again be covered on the next Follow-Up Interview.

APPRAISAL

This young member presents a fine appearance in plain clothes, he was well groomed and neatly dressed at time of interview. He is keenly interested in his present duties and quite happy with his progress on the Ottawa C.I.B.

After a little over 2 years' service, he has lost none of his original enthusiasm for the Force and well realizes the necessity for continued effort. It is felt that this member has the ability to become a good investigator and with more experience and proper handling should prove to be a definite asset to the Force.

His interest lies in the investigational field, particularly C.I.B., and he is employed to good advantage in his present duties.

OTTAWA,  
Ontario ( ), Insp.,  
Divisional Personnel Officer.  
(use reverse side if necessary)

Figure 8. ANNUAL FOLLOW-UP INTERVIEW



accepted as a criterion upon which a decision is made as to the candidate's qualifications. In our work we keep constantly before our minds the fact that THE TEST IS NOT AN EXAMINATION AND MAY NOT BE ACCEPTED AS SUCH.

It has already been stated that the interview of an applicant usually takes about an hour and a half. The interview of a serving member sometimes exceeds this, but other than in exceptional cases it is of no more than two hours' duration; however, this is dependent upon the skill of the interviewer and the co-operation of the subject. The same form is used for the recording of interviews on both serving members and applicants. The factual information so recorded is of necessity catalogued in such a way as to make it easy to find any particular item. This does not mean that the actual interview is regimented as to the manner in which the information is elicited. Each interviewer develops his own style and may conceivably discuss the last item first. Our experience has taught us that no one can undertake Personnel interviewing with any hope of success unless he has received proper instruction in interviewing techniques.

## FACTUAL INFORMATION

The actual recording of the factual information is done under the following headings and sub-headings:

- (1) SCHOOL HISTORY
- (2) OCCUPATIONAL BACKGROUND
- (3) MILITARY AND POLICE BACKGROUND
- (4) MOTIVATION
- (5) PERSONAL HISTORY
  - (a) Facts relative to the individual
  - (b) Social and cultural
  - (c) Father
  - (d) Mother
  - (e) Brothers and Sisters
  - (f) Religion
  - (g) Clubs and Associations
  - (h) Financial
  - (i) Sports
  - (j) Athletics
  - (k) Hobbies
  - (l) Reading
  - (m) Music and Art
  - (n) Recreation

## APPRAISAL

After the recording of the factual information comes the Personnel Officer's "Appraisal" of the individual. This is the real product of the interview and normally runs from one hundred to three hundred words. The appraisal evaluates the man as a potential policeman in the case of applicants; in the case of serving members it serves to record his progress and to assess his

ability as a policeman or as a specialist if he is so employed and draws attention to relevant points in the factual information; these points are used as much as possible in evaluating the man. The appraisal cannot be inconsistent with the facts previously recorded. It is definitely phrased with emphasis on the positive qualities in the man's make-up. The individual is given the benefit of any reasonable doubt—although it is found in practice that rarely, if ever, is there any doubt after a properly conducted interview—particularly when it is noted that in preparing his appraisal a competent interviewer takes into account not only those indications as to potentialities, but also all evidence having a bearing on the past record of the individual as to work-performance and achievement.

## RECOMMENDATION

Analysis of the appraisal leads to a logical and positive recommendation. In dealing with serving members there are many recommendations that may be made but the basic recommendations usually indicate:

- (a) whether or not the member is suitably employed;
- (b) if not suitably employed, to what type of duties he should be transferred;
- (c) whether or not he has reached the stage of development where he could handle more responsibility.

## COUNSELLING

Policemen have the same problems as other citizens for they are not immune to business or personal worries nor are they free of the fears and frailties that beset the greater mass of humanity. Indeed, it might be argued that the strict demands of police service could aggravate these conditions. This could result in undue fatigue, lack of interest in work, minor infractions of regulations, or in many symptoms indicating an unhappy state of mind which might eventually lead to major disciplinary action or even dismissal.

Approximately once per year each member of the Force is interviewed by a Personnel Officer. This interview serves a dual purpose, first to bring up to date factual information, secondly and most important, it gives the counsellor an opportunity to discuss with the member his every-day problems. In this manner the Personnel Officer steps into the picture long before many a problem or situation deteriorates into a major difficulty. There are, however, occasions between these routine interviews when it is necessary to interview



PERSONNEL BRANCH - R. C. M. POLICE  
REFERRAL REPORT

Reg. No. 00000 Rank Cst. Name DOE, John  
Division "A" Detachment Ottawa C.I.B. Duty General Investigations  
(AND DATE POSTED TO) 22-11-55  
Service: R.C.M.P. - 3 years 4 months Age 24 Marital Status S  
Other - Nil Children Ages  
Date and Place of Interview  
Suitability for  
Type of Referral Northern Service Initiated by O.C. "K" Division

PLEASE REFER TO FORM A-320 FOR PREVIOUS BACKGROUND

1. This member is now 24 years of age, 6' in height and 190 lbs. with 3 years of service. After training, in which he stood about half way to the top of his class, he went to "A" Division where he spent six months in the Traffic Branch on Highway Patrol. Transferred to C.I.B. investigations he has remained on these duties to the present.
2. Although Doe expressed an interest in Narcotics work and has enjoyed his C.I.B. duties he has always been slightly attracted to Northern Service by the romance of the north. This has now developed into a definite desire for over the past year, through a close friendship with a member who has served considerable time in the North, he has come to understand what is required of a member on Northern Service. He has always enjoyed an outdoor life of hunting and fishing and feels that Northern Service would present a challenge.
3. Doe has not had too much experience as a carpenter but he has helped his father with general maintenance and just before entering the Force helped to build a two car garage. Through his interest in fishing and hunting he has handled a variety of small boats and has had considerable experience in operating outboard motors. He feels that if necessary he could perform general repairs to this type of motor.
4. This member is now fully mature and it is felt that his interest in the North is genuine. He has always been careful in financial matters and a desire to make a stake is not evident. Socially he is well adjusted and as he has no particular interest in any one girl will not likely miss female company. Although he likes a drink he has always been most moderate in this respect. As he is an emotionally well balanced person Doe should have little difficulty in coping with any problems of isolation.

RECOMMENDATION

Recommended as an average risk for Northern Service at an isolated or semi-isolated detachment.





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members concerning such matters as domestic troubles, financial difficulties, housing, or other subjects too numerous to mention. Similarly, when members apply for special duty such as Northern Service, Dogmaster, or Laboratory technician, they must often be counselled regarding the type of duty they desire to undertake so that they will be fully aware of what is required in their new work. For all these special interviews a report must be submitted (See Figure IX, Referral Report) to the appropriate authority, in order that action may be taken to aid in correcting a personal problem or, as in the case of a member applying for a more specific duty, to see that he is given every consideration for placement.

There is not much difficulty in counselling a member who has applied for new duties, but in the case of a member who has a problem, counselling is very important. Counselling technique is divided into two types:

**(a) DIRECTIVE COUNSELLING**

In directive counselling the interviewing Officer listens to a member's problems, analyses the situation and then advises him in a course of action considered to be in his best interests. This is strictly an "advice giving" interview and sometimes is very necessary, particularly in the case of a member whose complaints are unfounded or based on a lack of knowledge of the requirements and restrictions of the organization. The advice given in this type of counselling stems directly from the counsellor's knowledge of the overall requirements of the Force and the particular demands of the duties on which the individual is engaged, together with a knowledge of the existing policy.

**(b) NON-DIRECTIVE COUNSELLING**

It is our experience that this is the type of counselling productive of the best and most lasting results. In this instance no direct advice is given. Instead, the member is encouraged to talk out his problem. The Personnel Officer listens and keeps track of the pertinent facts and discards the non-essential points. He speaks only when it is necessary to encourage the man to talk, to clear up some obscure inference or to guide the subject into the proper channel. If the counselling technique is developed to a high degree the man will, in the process of talking and thinking about his problem, ultimately arrive at his own solution. In cases of this kind the Personnel

Officer's function is primarily to act as a screen on which the man may project his own thoughts and look at them in an orderly fashion.

Neither of the foregoing techniques may be approached haphazardly. There is a particular skill to be acquired which evidences itself in the success or otherwise of this phase of Personnel work.

**CAREER PLANNING**

The development of a member's career and the efficient use of manpower are not new ideas in the Force. Everyone responsible for the administrative function of the Force has had to deal, at some time in the performance of his duties, with the placement of men. Until a short time ago each transfer was handled on its individual merits. Although there was an effort to give equal treatment and to place members in positions of more responsibility so that their ability as policemen would continue to develop, there was no Force-wide plan to ensure that the most effective use would be made of each member. The large number of men moved each year were probably well placed but there was sufficient evidence available to indicate the overall need for a more co-ordinated plan.

With the advice and guidance of senior Officers the Personnel Branch undertook a study of the whole problem endeavouring to relate a member's career not only to geographic and administrative needs but primarily to the law enforcement requirements of the Force. There were many factors to be considered including, for the individual, mental and physical ability, opportunity for promotion and duty to be performed. For the Force, each position in the establishment had to be outlined by job specification. When the study was completed all the factors had to be correlated into a compact, workable system. Finally a system, to be called Career Planning, was devised and has already proven to be of invaluable assistance in the development and progress of members and the more efficient use of manpower.

There are three principles which govern the operation of Career Planning:

- (a) It is designed to provide certain avenues for development and experience with qualification barriers and provision for periodic checks and surveys. It is not designed as a system to promote careers and advancement of each individual, per se.
- (b) Selections and transfers, an essential part of the system, are to be reviewed not alone from



the standpoint of the immediate local need, but also in the light of the broad requirements of the Force.

- (c) Centralization in Headquarters of all transfers and postings in a Force geographically wide-spread is impractical, so in order to decentralize safely there must be adherence to one uniform pattern of treatment. Thus Divisions must act on the same principles when arranging transfers within their authority as does Headquarters when dealing with transfers requiring Headquarters approval.

In order to maintain both convenient and comprehensive records at Headquarters certain office equipment was put into use, the main features of which are:

- (a) Steel cabinets with flat drop drawers in which there is sufficient space to indicate by individual cards each position in the establishment of the Force. These cards are known as job specification cards and are indexed to show by Division the total strength requirement by way of rank, skill, experience, etc. and has related to it a card showing basic service data, qualifications, experience, development and potential of the member currently assigned to the position indicated;
- (b) Visual signals attached to each card indicating the member's rank formerly and presently held, length of time on previous and present job and the duration of the current assignment;
- (c) Card indicators revealing an up-to-date picture of the number of vacancies in each Division, Sub-Division, etc.

Because of the wide geographical spread of manpower in the Force and in order to have the full co-operation of all Divisions in ensuring a uniform pattern by which the Career Planning system could be operated smoothly, it was necessary to set down certain rules governing transfers and postings:

- (a) Division Officers Commanding are responsible for the placement and/or transfer of all personnel up to and including the rank of Corporal, except—

- (i) When a member is to be moved from one particular type of work to another, e.g., general police duty (Detachment) to Administrative duty (Orderly Room), etc.

- (ii) Where it is intended to transfer personnel from i/c one Detachment to i/c another of lesser importance, or where not clearly indicated that a member is being posted to a position of equal or greater responsibility.

- (b) All transfers of married personnel are to be mer school holiday.

- (c) Postings of members with over five years' service should, where at all possible, extend for a period of at least two years and as a general rule the situation should be reviewed when the member has completed a period of five years in one posting. This does not preclude the transfer or placement of members with less than two years on a job nor does it mean that members with over five years at a post or job must be moved, but generally it is considered uneconomical and unwise to disregard these limits.

- (d) Transfers of single personnel having less than five years' service need not necessarily be confined in the same manner as indicated in the two preceding paragraphs, but too frequent moves should be avoided and, as a general rule, all transfers in this group should be designed to improve the member's experience and qualifications.

- (e) Headquarters authority is to be sought when Sergeants or Staff-Sergeants are to be transferred within a Division.

- (f) Inter-Divisional transfers will be considered in the same manner and may be initiated by either Headquarters or a Divisional Officer Commanding.

- (g) When it is decided to move a member the Officer Commanding a Division completes a form known as a "Transfer Notice" which is uniform in pattern. This notice is sent to Headquarters where it is given further review and, if it is in agreement with the principles of Career Planning, authorization is given to the transfer. Should this not be the case, then the Officer Commanding is advised of the reasons for disagreement and asked to reconsider the transfer and propose some other member.

Administrative and Commanding Officers of the Force and the Officers of the Personnel Branch actually are committed to a shared responsibility within the Force for the adequate and progressive functioning of the overall system and principles of Career Planning.

## STATISTICS

So far, only the mechanics of how a member is transferred have been dealt with, but in order to accomplish the purpose of Career Planning a continuous review must be made to find the right man for the right job. To read the personnel file on each



member each time a search is made would be an insurmountable task; therefore, factual information must be kept concise and readily available. The cards of the Career Planning index, although they contain factual information, relate the member to his present position and are not designed to supply sufficient information in this type of search.

By statistics an individual can be reduced to a number of facts the sum of which should present a fairly accurate picture. In Personnel work keeping track of these facts is of vital importance and various methods can be used; however, for the purposes of this Branch a card index, known as a "needle sort system", which can be mechanically sorted was found to be most suitable. Through the operation of this system several thousand cards can be processed in a very short time and the number of particular selections and/or statistics obtained.

For those at Headquarters who are responsible for the efficient administration of the Career Planning function this method of search has been of great assistance. It does not, however, supply intangible information such as a person's personality or his willingness to work and, therefore, must be considered purely as a mechanical aid which enables the administrator to devote more time to the assessment of a specific group.

## CONCLUSION

This account of the development and methods of the Royal Canadian Mounted Police Personnel Branch is not quite as detailed as it might be. However, it does show what can be done by a police force in the field of Personnel work.

It is emphasized that the Personnel Branch does not supplant any other Branch of the Force, nor does it take away from authority exercised by any of its members. It does perform those functions relating to efficiency and morale such as recruiting and Career Planning, but does so purely in an advisory capacity to those responsible for the authoritative administration of the Force.

A good Personnel Officer in any organization can play a very important role in the field of both Personnel and Administration. Modern police forces do not have to learn the value of Personnel methods the hard way, nor do they have to consider costly experimentation. The field has been pioneered, thoroughly explored and the conclusion reached that a good Personnel Department does pay dividends which cannot be calculated in monetary values.







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